

#### IV GAP ANALYSIS AND ACTION PLAN

<b>GAP #1: Large percentage of workforce is eligible for retirement</b>	
<b>GOAL</b>	Develop mechanisms through succession planning to ensure agency is able to continue providing quality services to its clients
<b>RATIONALE</b>	Throughout the agency, there are high percentages of employees who are eligible for retirement and significant impact is expected within several departments. Divisions must ensure that adequately trained employees are able to step into the retiring employees' positions without diminished quality of service or speed of delivery.
<b>ACTION STEPS</b>	<p><b>TRAINING &amp; DEVELOPMENTAL ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>• Supervisory Training, including interpersonal skills for DDS unit supervisors</li> <li>• Evew Training for DDS</li> <li>• Medicaid claims adjudication training</li> <li>• Individualized training for career advancement</li> <li>• Training in adapting to constant change</li> <li>• Caseload management in the Levy Environment</li> <li>• Interviewing skills for supervisors</li> <li>• Software specific training (Word, Excel and Windows)</li> <li>• Provision of statewide meetings on office safety, preparing for medical crisis and general personal safety in the work setting.</li> <li>• Provision of Crisis Prevention Techniques to ensure experts for future training and development activities planned throughout the agency.</li> <li>• An analysis of the operational environment at WWRC has been completed and the primary training need has been identified as change management and leadership training.</li> <li>• Leadership skills training has been cultivated in the agency. Retirees in key leadership roles within the agency have been identified and the</li> </ul>
<b>ACTION STEPS</b>	



<b>(continued)</b>	<p>positions.</p> <ul style="list-style-type: none"> <li>• Expand work/life issues for attracting and retaining employees, thereby developing relationships to enhance longevity of employment</li> <li>• Encourage retiree continuation of employment to avoid “brain drain”; e.g., wage employment and delaying retirement until documentation of work duties</li> </ul>
<b>MEASURING/ MONITORING METHODS</b>	<ul style="list-style-type: none"> <li>• Review training activities conducted from 7/04 through 6/05 to determine if training proposed in action steps was completed</li> <li>• Compare number of employees attending training in FY 04-05 with those trained in FY 03-04</li> <li>• Determine number of employees who advanced in DDS as a result of career ladder</li> <li>• Review turnover statistics to determine whether workforce issues being addressed are successful</li> <li>• Develop and submit the five year in-service training grant application to RSA</li> <li>• Measure internship hires and development of FRS trainee compensation structure</li> </ul>

<b>GAP #2: Attracting and retaining qualified and certified employees</b>	
<b>STRATEGY</b>	Evaluate current recruitment practices and retention methods to determine areas which need strengthening/revising
<b>RATIONALE</b>	In analyzing data related to workforce planning, information reflected difficulty attracting and recruiting applicants in positions such as Vocational Evaluators, Vocational Counselors and rehabilitation nursing. Turnover data, reflected a higher than Statewide average for resignations related to dissatisfaction or better opportunities.
<b>ACTION STEPS</b>	<ul style="list-style-type: none"> <li>• Paid/unpaid internships to provide individuals an opportunity to experience working</li> </ul>

<b>(continued)</b>	<p>environment</p> <ul style="list-style-type: none"> <li>• DDS Career Ladder</li> <li>• Department of Human Resource Management (DHRM) plans to work with monster.com in advertising positions to include publicizing benefits of working in Virginia</li> <li>• Expand Internet information for disability services agencies to highlight myriad occupational job categories utilized by disability services agencies</li> <li>• Expand Intranet to provide additional information to employees such as tips on interviewing</li> <li>• Continue to explore the possibility of tele-commuting for positions in agencies</li> <li>• Survey new employees during first year of employment to determine satisfaction with position and whether advertisement/recruitment process provided an accurate expectation of the duties of the position</li> <li>• Explore the addition of recruitment resources in our advertising process in an effort to attract applicants from under-represented groups as well as increase success in attracting applicants for “hard to fill” positions</li> <li>• Where applicable, establish internal skill set development to supplement official training and development in classroom environment</li> <li>• Provide cross-training opportunities for employees</li> <li>• Utilize employee recognition to publicize positive actions/behaviors of employees to their co-workers</li> </ul>
<b>MEASURING/ MONITORING METHODS</b>	<ul style="list-style-type: none"> <li>• Compare FY 04-05 turnover data to that of FY 03-04</li> <li>• Review applicant tracking system reports to determine effectiveness of our recruitment resources</li> </ul>

	<ul style="list-style-type: none"> <li>• Evaluate survey results from new employees</li> <li>• Evaluate exit interview responses to determine whether there are any recurring issues impacting employees' decisions to leave agency</li> <li>• Existence of Intranet site for employees</li> </ul>
--	--

<b>GAP #3:</b> Higher workloads, increased task complexity and decreased resources	
<b>GOAL</b>	Maintaining Quality and Level of Customer Service
<b>RATIONALE</b>	<ul style="list-style-type: none"> <li>• Duties of FRS field managers and regional directors have changed and responsibilities have increased as a result of composition of hierarchical layers and reduction in clerical support</li> <li>• High turnover of contract support personnel in FRS-Northern Virginia has resulted in a recurring drain on existing support</li> <li>• Impact of Order of Selection - downsizing of VR program and effect on consumers</li> <li>• Increased support from VR program in areas of personnel and infrastructure funding will be needed due to one-stop service centers</li> <li>• Automation resulting in movement to a paperless work environment</li> <li>• Case complexity increase</li> <li>• Order of Selection may result in WWRC census increase and increase need from FRS</li> </ul>
<b>ACTION STEPS</b>	<ul style="list-style-type: none"> <li>• Develop and implement a marketing program for WWRC; provide staff with access to consultants for the development of a marketing initiative</li> <li>• Research programs offered by CommonHealth related to dealing with stress and change in the workplace and schedule appropriate programs</li> </ul>
<b>ACTION STEPS</b>	<ul style="list-style-type: none"> <li>• Remind employees, especially managers, of the</li> </ul>

<b>(continued)</b>	availability of Employee Assistance Program - provides up to 4 free visits at no cost to employee
<b>MEASURING/MONITORING METHODS</b>	<ul style="list-style-type: none"> <li>• Review WWRC's progress in marketing efforts to attract customers</li> <li>• Evaluate customer feedback to determine any improvement or deficient areas in comparing FY 03-04 to FY 04-05</li> <li>• Review statistical information for employee turnover in agency</li> </ul>

<b>GAP #4: Managing change and transition</b>	
<b>GOAL</b>	Managing competencies and behaviors with a changing workforce within an environment with diminishing resources
<b>RATIONALE</b>	<ul style="list-style-type: none"> <li>• Changing workforce demographics</li> <li>• Resistance to change</li> <li>• Impact of Order of Selection</li> <li>• Increase in case complexity</li> <li>• Movement toward a paperless work environment</li> </ul>
<b>ACTION STEPS</b>	<ul style="list-style-type: none"> <li>• Share information with managers on differing generational work characteristics in new employees as compared to current veteran staff</li> <li>• Cross training</li> <li>• Conduct sessions on change and transition for managers at WWRC</li> <li>• Utilize grant funding (RSA training grant) to develop staff skills</li> <li>• Utilize small focus group process at WWRC to revise/regenerate Center Mission, Vision and Values</li> <li>• Continue to support skills for leadership program and associated leadership development activities</li> </ul>
<b>ACTION STEPS</b>	<ul style="list-style-type: none"> <li>• Manage employees' needs for alternate/flexible</li> </ul>

<b>(continued)</b>	schedules
<b>MEASURING/MONITORING METHODS</b>	<ul style="list-style-type: none"> <li>• Review manager feedback on change and transition sessions at WWRC</li> <li>• Survey WWRC employees to obtain feedback regarding change and management and impact of small focus group processes on WWRC operations</li> <li>• Continuation and expansion of like activities to support recruitment and retention workgroup</li> </ul>

### **COMMUNICATION OF PLAN TO AGENCY EMPLOYEES**

Employees commit to meeting goals when they feel invested in the process, and when they see commitment from senior management toward achieving those goals. In this respect, the Commissioner feels that it is imperative to communicate the plan to employees. We are considering a variety of communication options to provide employees the opportunity to respond to the plan, to ask questions, and to offer suggestions. Plans include dissemination of the workforce planning project by an agency-wide e-mail, the inclusion of an article specifically related to workforce planning in the agency newsletter, and the posting of the document on the agency intranet site. Other possibilities not yet explored but under consideration include discussion during regional manager meetings where managers may, in turn, discuss the information with their staff.